



Program Description

The Police Department has the following primary responsibilities:

- Protection of the lives & property of all citizens.
- Preserve the peace.
- Prevention of crime and disorder.
- Identify and prosecute violators of the law.
- Plan for and supervise public safety at special events, parades, elections, etc.
- Respond to all emergencies.
- Support regional and national homeland security strategies.
- Collaborating with community stakeholders to creatively address quality of life concerns and the fear of crime.
- The protection of the individual rights of all persons within the Town of Arlington

The Police Mission:

To promote, preserve, and deliver quality services and to ensure the safety of ALL members of our community.

This mission is a commitment to quality performance from all members. It is critical that all members understand, accept and be aligned with the responsibilities established by this mission. It provides the foundation upon which all-operational decisions and organizational directives will be based. Directives include rules, regulations, operating policies, procedures and practices.

This mission represents the commitment of this administration to the concepts of quality performance management. In other words, members are expected to work consistently in a quality manner in the daily performance of those duties, job responsibilities and work tasks associated with this mission. Quality manner means that performance outcomes comply with the performance standards established for the Arlington Police Department and for each associated member. Examples of performance standards include the oath of office, code of ethics, rules, policies, procedures, directives, general and supervisory orders, work productivity and behavior.

Each member is required to accept the responsibility for the achievement of this mission and publicly register his or her commitment to it and to the concepts of quality service.

Budget Statement / Future Outlook

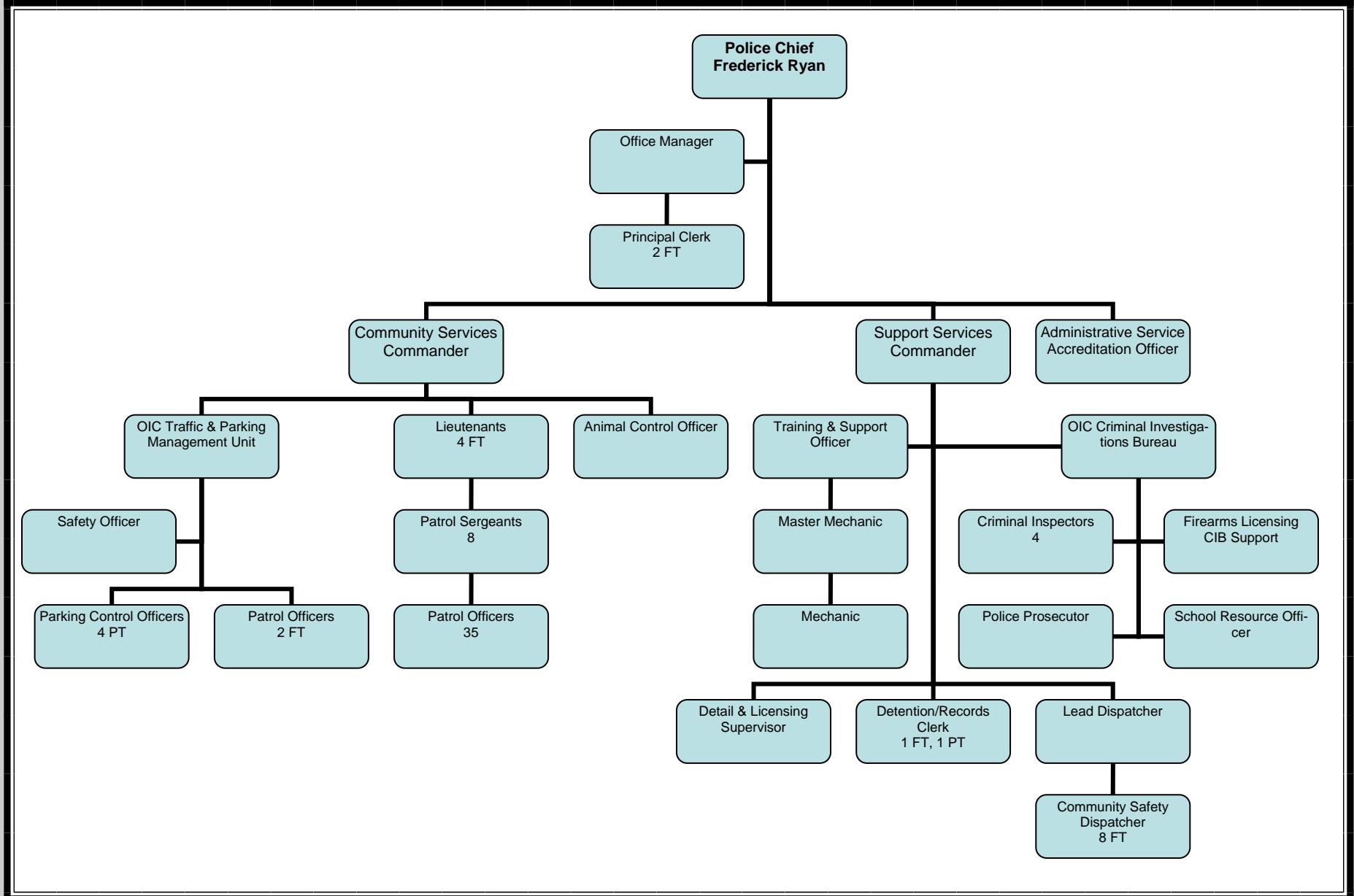
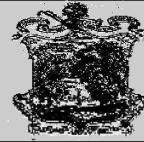
The FY08 Police Department budget includes the new School Resource Officer. The cost of this position is being shared with the School Department.

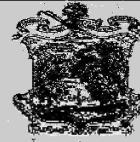
PROGRAM COSTS				
Community Safety Administration	FY 2006 Actual	FY 2007 Budget	FY 2008 Request	FY 2008 Fin Com
Personal Services	332,821	339,459	343,148	343,148
Expenses				
Total	332,821	339,459	343,148	343,148

STAFFING				
Community Safety Administration	FY 2006 Actual	FY 2007 Budget	FY 2008 Request	FY 2008 Fin Com
Managerial	2	2	2	2
Clerical	3	3	3	3
Professional/Technical				
Total	5	5	5	5

PROGRAM COSTS				
Police	FY 2006 Actual	FY 2007 Budget	FY 2008 Request	FY 2008 Fin Com
Personal Services	4,707,092	4,773,512	4,793,142	4,793,142
Expenses	442,801	474,475	496,475	496,475
Total	5,149,893	5,247,987	5,289,617	5,289,617

STAFFING				
Police	FY 2006 Actual	FY 2007 Budget	FY 2008 Request	FY 2008 Fin Com
Captains	3	3	3	3
Lieutenants	8	8	8	8
Sergeants	9	9	9	9
Police Officers	42	42	43	43
Parking Control Officers	2	2	2	2
Animal Control Officer	1	1	1	1
Clerical	1.71	1.71	1.71	1.71
Total	66.71	66.71	67.71	67.71





FY 2008 Objectives

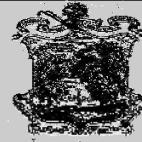
Community Services (Patrol) Division patrols all sectors of town looking for criminal activity and maintains a police presence to serve as a deterrent. This function also serves as the initial investigators and first response to all critical incidents.

- To host a meeting among local bank managers and security professionals to enhance the partnership between police and banks and to implement the new policy on response to bank alarms.
- To continue to increase the volume of motor vehicle and parking citations.
- To continue to build partnerships with citizens and local businesses to deliver quality services to citizens and merchants.
- To enhance the department's relationship with the Northeast Homeland Security Council.
- To continue to enhance the partnerships with other Town departments (Board of Health, Public Works, Fire, Local Emergency Planning Committee, etc.).
- To evaluate the current sector system and conduct an analysis of crime trends in order to more effectively deploy police resources and increase productivity.
- To evaluate the current sector system and conduct an analysis of crime trends in order to more effectively deploy police resources and increase productivity.
- To continue and enhance the partnerships with other law enforcement agencies around our area on the Federal, State and Local levels.
- Work with Public Works on controlling graffiti throughout the town.

Performance / Workload Indicators				
	FY 2005 Actual	FY2006 Actual	FY2007 Estimated	FY2008 Estimated
Robbery	24	3	15	15
Breaking and Entering	135	116	140	140
Rapes	5	2	4	4
Motor Vehicle Theft	19	39	25	25
Larceny	381	358	350	350
Assaults	160	70	140	140
Assault and Battery on a Police Officer	1	1	2	2
Missing Persons Reported	263	346	250	250
Arrests	268	224	275	275
Summons' Served	211	271	240	240
Domestic Violence	196	247	180	180

Major Accomplishments for 2006

- Implemented a policy for the use and issuance of a Hi – Visibility traffic vest for all uniformed personnel.
- Continue to meet monthly with the (LEPC) Local Emergency Planning Committee on matters affecting the town in its preparedness for addressing emergency situations.
- Continually assess and direct patrol resources on an ongoing basis to answer calls for service.
- Assisted with the redesign and completion of the Front Desk work area, to better assist the public.
- Drafted an updated policy on response to bank alarms with input from the local banking managers
- Developed a comprehensive uniform policy outlining class "A", Class "B" (utility) and uniform of the day guidelines.
- Continued active participation in the New England Massachusetts Law Enforcement Council (NEMLEC) police consortium.



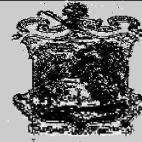
FY 2008 Objectives

Support Services Unit maintains records, oversees training, maintains facilities, maintains the fleet, and distributes weapons and supplies

- To complete the study and long range plan to maintain and renovate the community safety building.
- To develop a public information policy clearly outlining the guidelines under which staff can release police records and precisely what role officers play in interacting with the media.
- To propose a warrant article to structure the registration process for door-to-door solicitors in compliance with the Town Bylaw and relevant Constitutional case law.
- Expand on "distance learning" efforts with a focus on the quality of the training as opposed to quantity.
- Research and make recommendations on the acquisition of detail scheduling software.
- To complete a comprehensive staff training plan targeted at maximizing efficiency of departmental resources.
- To study and make recommendations on departmental procedures for the processing of personal property that comes into the custody of the department.
- To re-institute the position of Department Armorer and task that person with developing policies for the care, inspection, repair, acquisition storage and disposal of Departmental weapons and weapons coming into the care of the Department by whatever means.
- To conduct a detailed inventory of all Departmental property and develop a system to track the purchase, use and disposition of same.

Major Accomplishments for 2006

- Developed and implemented a daily data backup procedure to a secure off-site location. This backup includes all public safety data stored on the Police/Fire Computer Aided Dispatch system and Records management System.
- Implemented a Community Notification System and turned it over the Local Emergency Planning Committee for administration.
- Completed a number of capital projects including video monitoring of cells to ensure safety of high-risk detainees, acquisition of APCO 25 compliant mobile two-way radios, prisoner transport van, etc.
- Completed a comprehensive study of the Community Safety Building and, at the request of the Capital Planning Committee, developed a comprehensive long-range plan to manage the building responsibly.
- Developed and implemented a new Canine Program.
- Developed "Disaster Recovery" protocols for police/fire computer aided dispatch and records management.
- Completed a major renovation to the town's 9-1-1 Center on time and on budget.
- Implemented uniforms for 9-1-1 dispatchers further enhancing the professionalism of that work unit.
- Developed a baseline inventory, vulnerability, and future needs assessment for the department's computer aided dispatch (CAD) and Records Management System (RMS). Note, the CAD system also serves the fire department.
- Analyzed the filing system for training records to ensure compliance with regional/national standards and updated protocols.
- Drafted a long-range training strategic plan to further structure the training function.

**FY 2008 Objectives**

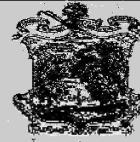
Professional Standards & Accreditation unit is responsible for all internal investigations and for the development and implementation of departmental rules & regulations .

- To completely update and edit the department manual pursuant to regional and national standards.
- To achieve state certification pursuant to the Massachusetts Police Accreditation Program.
- To analyze internal affairs filing system and policies to ensure compliance with regional/national standards.
- To research and make recommendations for an early intervention system enabling the prevention of officer misconduct thereby minimizing the need for supervisors to react to poor performance and/or misconduct.

To complete the process of developing an employee performance evaluation system.

Major Accomplishments for 2006**Professional Standards & Accreditation**

- Researched and implemented numerous policies meeting national standards. Policies include, but are not limited to, Strip Searches, Uniforms & Appearance, Bomb Emergencies, Detainee Processing, Holding Facility, and Fiscal Management.
- Trained Professional Standards Officer as a certified Accreditation Assessor.
- Trained personnel in new departmental policies.
- Conducted internal investigations as needed.

**FY 2008 Objectives**

Criminal Investigations Bureau is responsible for the follow up investigation of all crimes.

- To continue to improve on the process of criminal case intake, assignment, and closure.
- To expand upon proactive cyber crime investigations targeting individuals perpetrating crimes in the Arlington region.
- To continue the supervisory use of detective case management system to analyze closure rates, effectiveness of individual investigators, and to identify training or other needs so as to improve the efficiency of the work unit.
- To complete the installation of video and audio recording capabilities in the interrogation room.
- Develop and implement electronic Prosecution Management Program enabling real time information sharing with the District Attorney's Office and Cambridge District Court.
- To expand the supervisory use of detective case management system to analyze closure rates, effectiveness of individual investigators, and to identify training or other needs so as to improve the efficiency of the work unit.

Performance / Workload Indicators	FY 2005 Actual	FY2006 Actual	FY2007 Estimated	FY2008 Estimated
Firearms Licensing:				
Licenses to Carry/FID	137	147	175	175
Gun Locks Distributed to Community Members	15	15	50	50

Major Accomplishments for 2006**Criminal Investigations Bureau**

- Investigated and managed several high profile and sensitive investigations.
- Researched and developed recommendations for electronic Prosecution management information sharing program.
- Planned and executed numerous search and arrest warrants.
- Continued to participate in a multi-jurisdictional drug task force resulting in numerous arrest and indictments.
- Investigators were certified in the protocol and practice for the collection, preservation, storage and submittal of potential D.N.A. evidence for crimes including those which are not being accepted by the State Laboratory for examination
- Adapted the current interview/interrogation room (which currently serves many functions) to enable video and audio recording capabilities enabling investigators to comply with court mandates.



FY 2008 Objectives

Traffic & Parking Unit (Part-Time) is responsible for safety education and enforcement of all laws relating to traffic and parking within the Town.

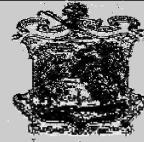
- Recruit and appoint new commander of Traffic and Parking Unit.
- To increase staffing of the unit to full-time so as to ensure that traffic enforcement is a primary function of the department as opposed to a secondary function.
- To improve upon the directed enforcement program by implementing a structured program that will include all uniformed officers, including supervisory follow up, citizen feedback, and evaluation. This will be accomplished through coordination with shift commanders.
- To develop an enforcement program targeting crosswalk violations at high volume/incident locations and also other violations which affect the quality of life within the community.
- To implement an on-line digital motor vehicle crash reporting system (QED/RMV).
- To complete the implementation and training for the Lidar (accident reconstruction) software.
- To maintain and expand the training of the Advanced Traffic Investigators.
- To purchase new radar equipment and maintain current radar through established contacts.
- To maintain a staffing level of four parking control officers.
- To purchase new hand held parking computers and train users.
- To continue to oversee and coordinate the Traffic Supervisors around the school locations.
- Work with the Board of Selectmen on parking policy issues
- Investigate feasibility of traffic red light cameras.

Performance / Workload Indicators		FY 2005 Actual	FY2006 Actual	FY2007 Estimated	FY2008 Estimated
Traffic:					
Hackney Licenses Issued					
New	35	43	45	45	
Parking Violators New	16,154	18,887	18,000	18,000	
Moving Violations	2,257	2,543	3,000	3,000	

Major Accomplishments for 2006

Traffic & Parking

- Secured a grant from the Governor's Highway Safety Bureau (GHSB), allowing for the purchase of new traffic enforcement equipment and funds specifically aimed at OUI enforcement. Participated in other programs coordinated through the (GHSB) including "Click – It or Ticket", and "Road Respect".
- Continued to work closely with other town departments to coordinate barricade/signage positioning for numerous special events and construction sites.
- Continued to actively participate as a member of the Transportation Advisory Committee and provided traffic study and historical data as needed.
- Continued to work with the Selectmen's Office on matters involving parking, traffic and other quality of life issues affecting the community.



FY 2008 Objectives

Community Policing/Services Unit is responsible for administering all programs aimed at developing partnerships in the community.

- To expand on the Neighborhood Crime Watch program and create an email list-serve with town businesses and neighborhood crime watch groups.
- To seek out and administer Community Policing grant(s).
- To expand upon the relationship with the business community and Chamber of Commerce and implement mutually agreed upon crime prevention and target hardening programs.
- To administer a community-wide survey to follow up on the survey done in CY 2000.
- To continue and expand crime prevention community and business meetings.
- To continue to offer the Rape Aggression Defense (RAD program) to women free of charge.
- To expand programs for the elderly and partnership with Council on Aging.
- To continue to reach out the minority population in the Town and continue partnership with Human Rights Commission.
- To develop a long-range strategy for the successful completion of the *No Place for Hate* program.
- To strengthen the partnerships with Arlington Public Schools and Arlington's private schools.
- To improve community-wide notifications of emergency conditions, through the use of the new "Reverse 9-1-1" system.
- To expand the firearm safety program, "Project Childsafe".
- To continue offering the Citizen Police Academy.
- To assume responsibility for and expand upon the department's sex offender registry function.

Performance / Workload Indicators				
	FY 2005 Actual	FY2006 Actual	FY2007 Estimated	FY2008 Estimated
Community Programs:				
Neighborhood Meetings	6	12	12	12
Citizen Police Academy	1	-	1	1
Graduates	9	-	15	15
Women Participating in RAD Classes	35	13	45	45

Major Accomplishments for 2006

Community Policing/Services

- Continued to meet with community and business groups for crime prevention programs and general neighborhood meetings.
- Promoted youth athletic programs.
- Reinstated the department's "Weekly Crime Bulletin".
- Appointed a new staff person to oversee the department's community policing functions.



FY 2008 Objectives

Animal Control Officer enforces all laws relating to control of animals, investigates animal bites, quarantines offending pets, and delivers pet safety programs.

- To develop and enhance working partnerships with other Animal Control Officers in surrounding communities.
- To enhance our partnership with the Board of Health and other town departments.
- To review the current condition of the animal control facility on Grove Street for potential future capital improvements.
- To develop and implement programs aimed at responsible pet ownership and voluntary compliance with relevant town bylaws.
- Dog officer actively engage in community policing assignments at various times and locations during his tours of duty (i.e. bikeway).
- To continue a presence in the parks and recreation areas of the Town.
- To explore regionalization of some animal control services.

Performance / Workload Indicators				
	FY 2005 Actual	FY2006 Actual	FY2007 Estimated	FY2008 Estimated
Animal Complaints	438	262	500	500
Humans Bitten/Scratched by Dogs	12	11	10	10

Major Accomplishments for 2006

- Enrolled the Animal Control Officer in the Massachusetts Certification Course sponsored by the Animal Control Officers Association of Massachusetts.
- Conducted educational forum on coyotes.



Program Description

The Arlington Fire Department's primary functions are the prevention of fire, the preservation of life and property and the overall wellness of the community. These functions are achieved through code enforcement and inspections. Being an all-hazards service the Department will respond to, and mitigate any emergency to which our customers request our assistance.

The Fire Department is dedicated to the health of our community. Our FF/EMT's respond with both an ambulance and the closest fire apparatus to assess and mitigate any medical emergency. Community education, such as the Student Awareness of Fire Education Program (SAFE), helps us contribute to the wellness of our customers.

Budget Statement / Future Outlook

The budget for FY 2008 is, essentially, a level service budget. Capital funds for a new pumper truck and for a state of the art software package for administration of all fire service functions have been requested. In addition, this will be the second year of a three-year project to replace all department personal protective equipment.

The fire department is currently three firefighters short of its budgeted number of 76 personnel. With the retirement or transfer of four personnel in early 2007 we anticipate that overtime will continue to be an issue. We plan on hiring four to six new recruits in late FY07 or early FY08, however the process of getting a new recruit to a level where they are trained to safely participate in line firefighting is about a six to eight month endeavor from the start of the hiring process to finishing recruit training at the Massachusetts Firefighting Academy. This lag time requires considerable overtime to maintain the 15 person minimum manning.

FY 2008 Objectives

- Work with the Fire Station Study Committee to explore alternatives for fire station locations and for the delivery of emergency services.
- Implement and train all fire officers to become proficient in the Firehouse software package to enhance scheduling, organize personnel records, and quantify training. Included is an inventory of tools, apparatus and hydrants.
- Continue to implement mandatory, standardized yearly training program for all firefighters.
- To present a comprehensive business plan to upgrade this department's emergency medical services from Basic to Advanced Life Support.
- Participate in organizing the regionalization of the local emergency planning committee (LEPC).
- Work with Permanent Town Building Committee on the new Park Circle Fire Station.
- Maintain fire services at Park Circle while station is being rebuilt.

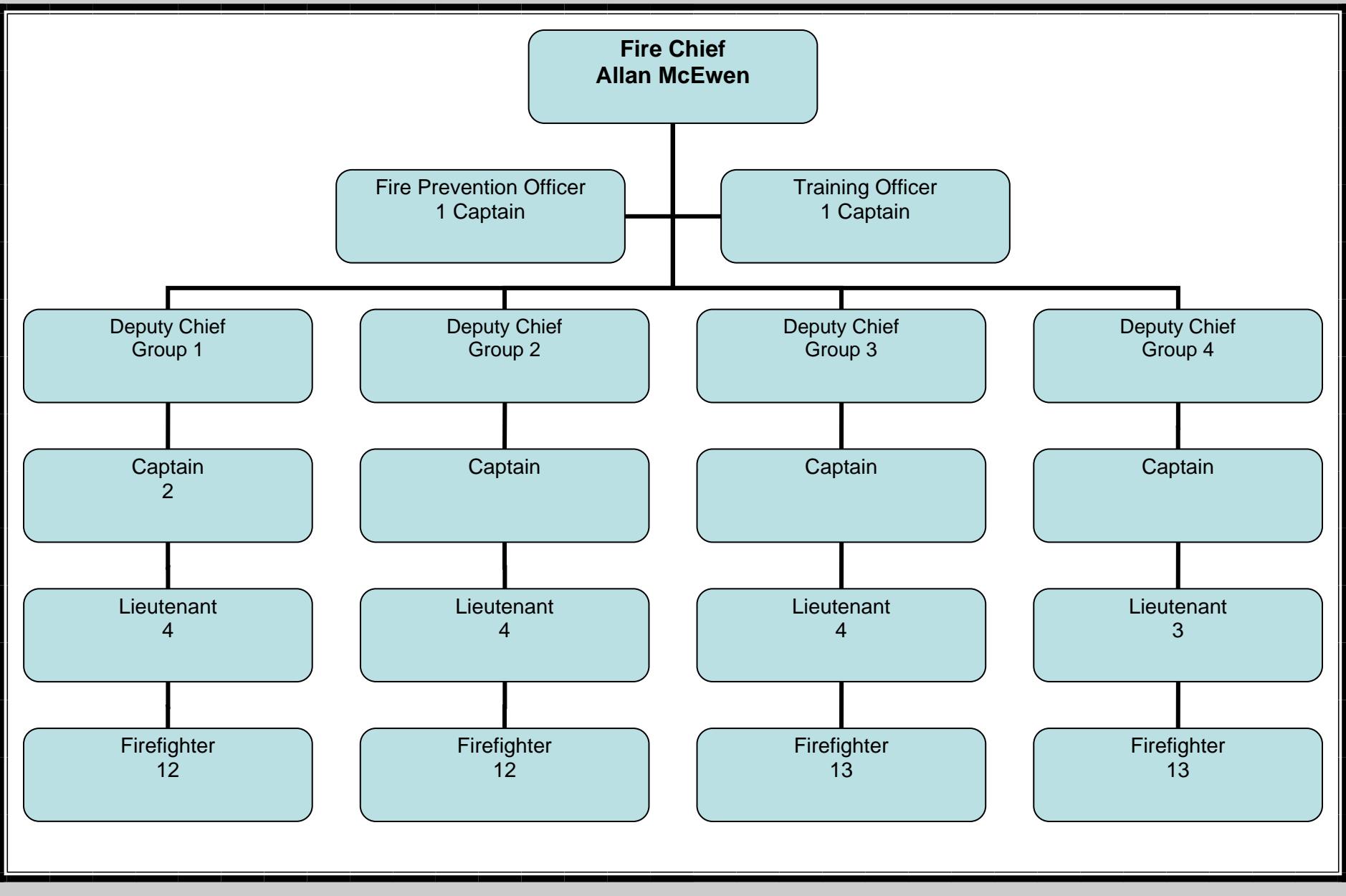
PROGRAM COSTS				
Fire	FY 2006 Actual	FY 2007 Budget	FY 2008 Request	FY 2008 Fin Com
Personal Services	4,831,113	4,659,898	4,670,111	4,670,111
Expenses	284,828	267,400	298,450	298,450
Total	5,115,941	4,927,298	4,968,561	4,968,561

STAFFING				
Fire	FY 2006 Actual	FY 2007 Budget	FY 2008 Request	FY 2008 Fin Com
Deputy Chiefs	5	4	4	4
Captains	7	7	7	7
Lieutenants	15	15	15	15
Firefighters	49	50	50	50
Total	76	76	76	76

**Major Accomplishments for 2006**

- Continued upgrade of computer software to enhance the safety and administration of the department.
- Relocated Park Circle fire station during rebuilding process.
- Added three new recruits to the department since 2001.
- Reorganized the Fire Investigative Unit (FIU).
- Successfully investigated the cause and origin of all working fires.
- Installed diesel exhaust systems in all firehouses.
- Began mandatory, standardized yearly training program for all firefighters.
- Worked with Permanent Town Building Committee on the rebuilding of the Park Circle Fire Station.

Performance / Workload Indicators				
	FY 2005 Actual	FY2006 Actual	FY2007 Estimated	FY2008 Estimated
Emergency Calls	4,035	4,398	4,450	4,450
Rescue Response	1,917	2,145	2,188	2,200
Private Ambulance	529	619	600	600
Property - Dollar loss	\$ 152,200	\$ 214,170	200,000	200,000
Students taught: Student Awareness of Fire Education Program (SAFE)	2,600	2,600	2,600	2,600
Juvenile Firesetter Intervention Program- children served	14	19	12	12
Fire Calls	129	111	110	110
Average response time	3 min 24 sec	3 min 39 sec	3 min 30 sec	3 min 30 sec





Program Description

The support services encompass the Apparatus Maintenance Division and combined emergency dispatch. The master mechanic and the motor equipment repairman are responsible for servicing and maintaining all police and fire department vehicles and apparatus. The mechanics install and repair mobile and portable radios. The mechanics repair and help maintain tools in the fire department inventory, especially mechanical tools. The mechanics respond to working fires to assist in filling Self Contained Breathing Apparatus (SCBA) and repairing mechanical problems that may occur on the fire ground. They are consulted on any fire apparatus purchases.

Community safety dispatch is responsible for the communications for all police, fire, and emergency medical services (i.e. 9-1-1). The combined dispatch encompasses one lead dispatcher and nine emergency dispatchers. They are responsible for taking all emergency calls and dispatching the appropriate apparatus to that emergency. The dispatchers also take routine calls, such as streetlights and traffic lights out, and report them to the needed contractor.

FY 2008 Objectives

- To implement a digital rolodex system making all contact information available digitally.
- To seek out and train all dispatchers in a comprehensive telecommunications-training curriculum. Seek out grant funding to enhance telecommunications and problem solving skills of all dispatchers
- To complete final punch list on new dispatch center.
- Expand training on the department's new community notification system.
- Partner with the Local Emergency Planning Committee to develop policy governing the use and implementation of the Community Notification System.
- Continue the ongoing process of updating contact information for all commercial properties and multi-unit dwellings in Arlington.
- To expand upon training of all dispatchers in the proper use of mapping applications.
- To design and implement a dispatch center maintenance program.

PROGRAM COSTS				
Support Services	FY 2006 Actual	FY 2007 Budget	FY 2008 Request	FY 2008 Fin Com
Personal Services	647,115	611,455	614,857	614,857
Expenses	9,292	33,900	19,100	19,100
Total	656,407	645,355	633,957	633,957

STAFFING				
Support Services	FY 2006 Actual	FY 2007 Budget	FY 2008 Request	FY 2008 Fin Com
Managerial				
Clerical				
Professional/Technical				
Dispatchers	10	10	10	10
Mechanics	2	2	2	2
Total	12	12	12	12

Budget Statement / Future Outlook

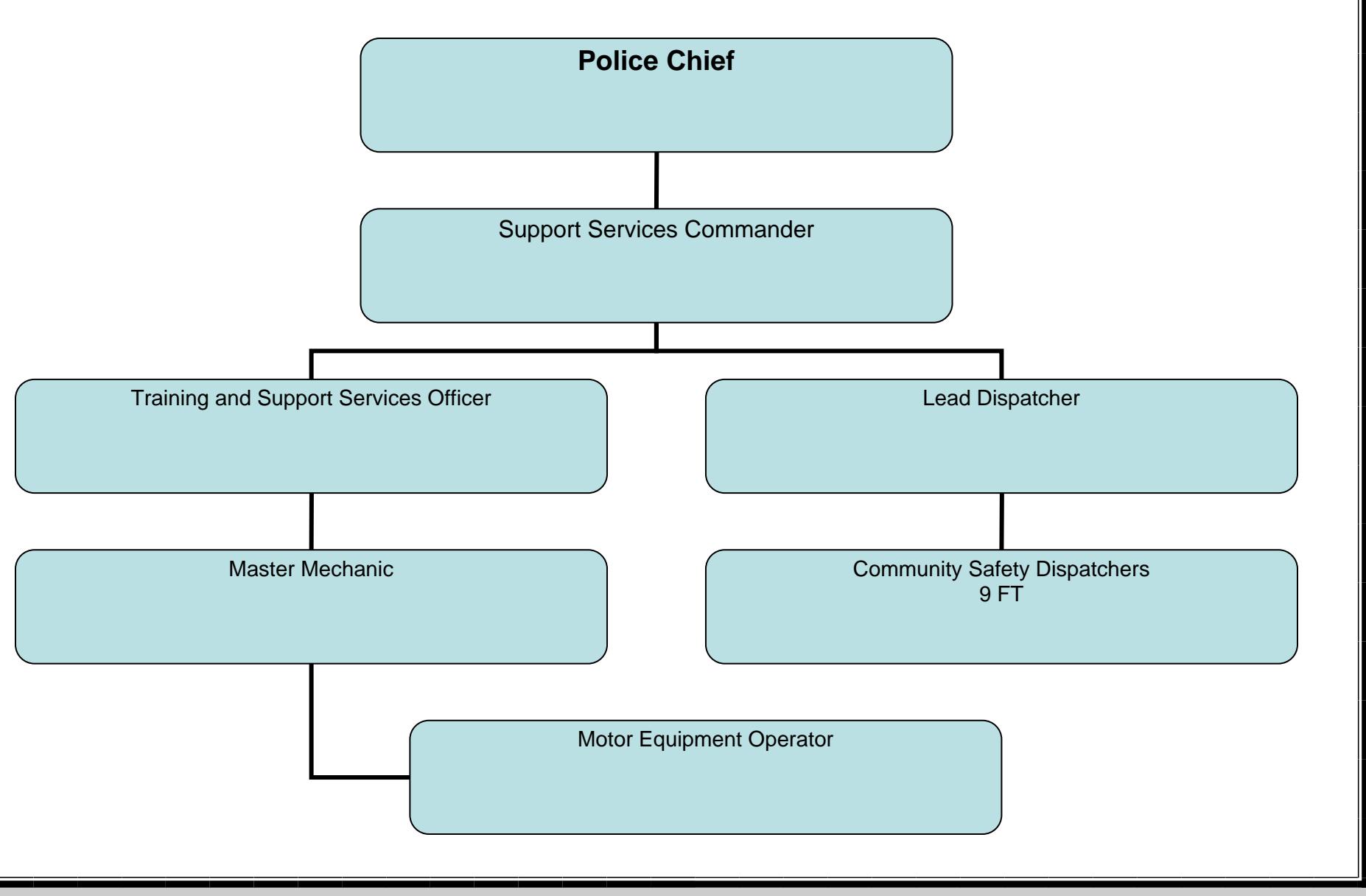
Support Services is now under the Police Department.



Major Accomplishments for 2006

- All emergency dispatchers are certified at the Emergency Medical Dispatch (EMD) level.
- Completed the implementation of all systems (software & hardware) into the new 9-1-1 center.
- Acquired and implemented a community notification system
- Develop policy governing the use and implementation of the Community Notification System in partnership with the Local Emergency Planning Committee
- Updated contact information for all commercial properties and multi-unit dwellings in Arlington.
- Developed a program following up with reporting parties advising them of the outcome of their complaint.
- Work with mechanics on specification for new fire apparatus.

Performance / Workload Indicators		FY 2005 Actual	FY2006 Actual	FY2007 Estimated	FY2008 Estimated
Dispatch:					
Calls For Service		21,521	25,396	26,000	26,000





Program Description

The Department of Inspectional Services provides administrative and technical information, oversight and support to residents, contractors, business owners, merchants and interdepartmental agencies in the enforcement of the Commonwealth of Massachusetts Building, Electrical, and Plumbing & Gas Codes, as well as all related regulations, standards and Town Bylaws. Also, the department implements strategic projects as assigned by the Town Manager.

FY 2008 Objectives

- Provide plan review, code and bylaw enforcement of the anticipated Symmes Hospital project. As the site promises to be the largest single construction project in the Town of Arlington's history diligence will be a high priority for the entire department.
- Advance web based permit access.
- Streamline town's interdepartmental inspection system.
- Work with Web Manager on implementation of Customer Service software (WebQA) for inspection issues.

Budget Statement / Future Outlook

The Inspectional Services Department anticipates no major changes to its budget. With the anticipated commencement of construction at the Symmes Hospital site, the Inspectional Services Department will be performing plan review and mandated inspections to insure code compliance during the entire length of the project.

PROGRAM COSTS	FY 2006 Actual	FY 2007 Budget	FY 2008 Request	FY 2008 Fin Com
Inspectional Services	294,847	312,190	315,742	315,742
Personal Services	294,847	312,190	315,742	315,742
Expenses	31,346	12,600	12,600	12,600
Total	326,193	324,790	328,342	328,342

STAFFING	FY 2006 Actual	FY 2007 Budget	FY 2008 Request	FY 2008 Fin Com
Inspectional Services				
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	3	3	3	3
Total	5	5	5	5

**Major Accomplishments for 2006**

- Dallin School Completion
- Pierce Field Renovations
- Knowles Farm Residential Development completion
- Heritage Square Residential Development completion
- Renovation of 37 Broadway
- Increased Web based code accessibility
- Permits issued for 7 new single-family homes and 2 new two family homes

Performance / Workload Indicators				
	FY 2005 Actual	FY2006 Actual	FY2007 Estimated	FY2008 Estimated
Revenue	\$ 668,452	\$ 704,159	\$ 722,997	\$ 753,445
Building Permits	1,195	1,168	1,187	1,198
Plumbing Permits	874	867	880	887
Gas Permits	723	779	794	803
Wiring Permits	1,034	1,037	1,045	1,053
Total Permits issued	3,826	3,851	3,906	3,941

